

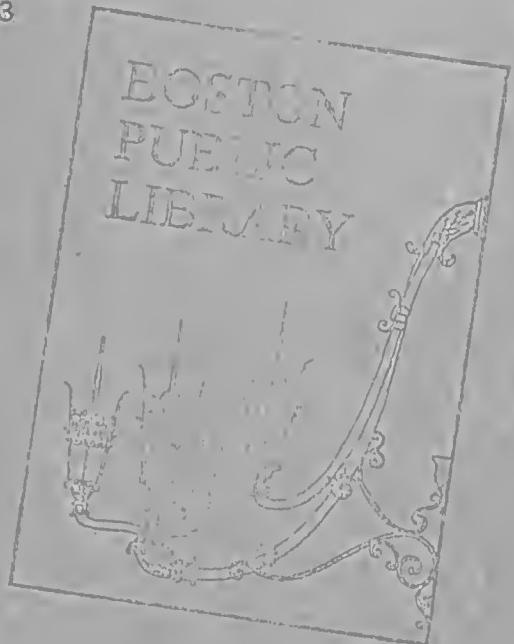
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REPORT OF THE AFFIRMATIVE ACTION ADVISORY COUNCIL  
TO  
BOSTON REDEVELOPMENT AUTHORITY  
FOR THE YEAR 1983



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ISSUED JUNE, 1984



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<u>TABLE OF CONTENTS</u>	<u>Page</u>
Introduction	1
Goals and Objectives	1-2
Affirmative Action Advisory Council	2-3
Analysis of Statistical Data	3-6
Recommendations	6-7

Appendix:

Table I	Employment Census Composition by Race and Sex
Table II	Distribution of Sexes by Grade
Table III	Distribution of Sexes by Salary
Table IV	Distribution of Minority Employees by Sex and Grade
Table V	Distribution of Minority Employees by Salary
Table VI	Distribution of Sexes by Salary (Graph)
Table VII	Promotions by Groups
Table VIII	Total Promotional \$ Spent by Group
Table IX	Distribution of Promotions by Group and by Increase in Salary
Table X	Number and Percentage of Total Persons with Supervisory Status by Group

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## INTRODUCTION

According to the Boston Redevelopment Authority's Affirmative Action Program of February 1974, one of the Affirmative Action Advisory Council's responsibilities is to issue and disseminate a progress report every six months. The purpose of the report is to evaluate and monitor affirmative action progress in the Boston Redevelopment Authority (Authority). It has to include a variety of statistical analyses designed to demonstrate the status of employment patterns at the Authority. The last progress report was issued in 1975 and the analyses contained in it covered three successive years starting with 1973. No reports of any kind have been issued since then. Now, almost ten years later, this report covers the calendar year 1983 and tries to assess where the Authority stands in regards to fulfillment of the affirmative action goals and objectives. In the preparation of this report, the conclusions were drawn from limited information available to the Affirmative Action Advisory Council. In the absence of more recent progress reports, the statistical data for 1983 are compared to the data for 1974 and are available upon request. Recommendations are based (1) on analysis of employee census for 1983 and (2) on discussions that the Advisory Council had over the year at their regular meetings.

## GOALS AND OBJECTIVES

The major goal of the Authority's Affirmative Action/Equal Employment Opportunity Program is to increase overall women and minority employee percentages and to increase, through aggressive recruitment, promotion and training, (a) the employment of women toward 50% of staff at every occupied salary and grade level, and (b) employment of minorities toward 20% of staff at every occupied grade and salary level. This goal was to be reached by



February 1975. A specific objective of the Authority is to increase significantly the number of minority group persons and women in salary levels of Grade 12 and above, as well as the number of minority group persons and women in supervisory positions, including section and department heads. The Authority's Equal Employment Opportunity policy is based on principles of merit, ability, justice, and non-discrimination. The Authority is obligated to take affirmative action to ensure that employees are treated fairly during employment and that applicants are employed on the basis of those principles.

The implementation procedures to achieve those goals and policies are spelled out in the Affirmative Action Program (AAP) of February 1974. Responsibility for administration of the program lies with the Director, who shall utilize the Affirmative Action Advisory Council, the Director of Personnel and the Compliance and Equal Employment Opportunity Officer in making his decision concerning any aspect of the Affirmative Action Program.

#### AFFIRMATIVE ACTION ADVISORY COUNCIL

The Advisory Council has three major areas of responsibility. It must advise and make recommendations to the Director concerning:

1. Progress toward system-wide personnel reforms intended to insure equal employment opportunities.
2. Progress toward equal employment opportunities and a balanced work force within the Authority.
3. General employment conditions including such policies, practices and procedures as fringe benefits, working conditions and dissemination of information of concern or interest to the staff.
4. Handling of any items of special concern.



During 1983, the Advisory Council has met on a regular basis, once a month, to discuss various issues related to the Affirmative Action Program. The members felt frustration many times since any opportunity to help implement the Authority's AAP, have been hampered by lack of information available to the Council regarding personnel policies and practices. The Advisory Council has requested such information from the Personnel Department and few of the requests have been fulfilled. Repeated requests for job descriptions, organization chart and grade chart have been denied for various reasons. It is difficult to act, let alone advise on matters having to do with equal opportunity/affirmative action if the Advisory Council cannot have the essential information for its use.

The minutes of the meetings of the Affirmative Action Advisory Council for the year 1983 are available upon request.

#### ANALYSIS OF STATISTICAL DATA

Only three groups of statistical data were analyzed in this report; namely (1) distribution of employees across grade and salary levels, (2) distribution of promotional dollars, and (3) supervisory status. Due to lack of time and information in preparation of this report, many analyses required by AAP were not completed. However, the Advisory Council felt that the data used here are the most important indication of the status of affirmative action in the Authority, and that the conclusions drawn from the analysis of the data can stand on its own without additional supporting statistics.

The Authority does not, presently, employ women and minorities to reach the affirmative action goal of 50% women and 20% minorities in each grade and salary level. Looking at the total employment by group for 1983, 58% of all employees are males and 42% are females (see Table I). Minorities repre-



sent 17% of the total employees. If these figures are compared to figures for 1974, they show about 5.4% increase in total employment for women and 3.5% increase in total employment of minorities.

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<u>%</u>	<u>1974</u>	<u>1983</u>
Males	63.4%	58%
Females	<u>36.6%</u>	<u>42%</u>
Totals	100%	100%
<u>%</u>	<u>1974</u>	<u>1983</u>
Minority	13.5%	17%
Non-Minority	<u>86.5%</u>	<u>83%</u>
Totals	100%	100%

Most of women (76%) are employed in lower grades and earn less than \$25,000/year (see Table III). As far as the AAP goal of 50% women in each grade is concerned, Grades 7-12 have more than 50% women, while Grades 12 and above have less than 50% of women (see Table II). There are no women in Grade 17, and only 13% of "above grade" category are women. Meanwhile in Grade 9, 87.5% of grade totals are women. Compared to 1974, more than 50% of grade totals for Grades 5-10 were women. Only 3% of women were in the "above grade" category. Although in 1983 we find more women in higher grades than in 1974, the pattern of employing women in lower paying, mostly clerical positions, has not changed substantially in the last ten years. It is also interesting to note that while 76% of all women employed by the Authority earn less than \$25,000/year, only 35% of all men earn less than \$25,000/year. At the other end of pay scale, only 2 women earn more than \$40,000/year compared to 13 men. All of this distinctly points out an imbalance in distribution of sexes across grade and salary levels with majority of women earning much less than men.



Distribution of minorities by grade and salary level shows similar picture, with most of minority employees concentrated in Grades 8 and 9 (see Tables IV and V). In those grades, 66% and 56% of grade totals are minorities. Only 3% of "above grade" category are minorities. In terms of salary levels, 75% of all minorities employed by the Authority earn less than \$25,000/year. AAP goal for minorities is 20% of each grade and salary level. Only in Grades 8, 9, 14 and 17, the minorities either exceeded or have reached this goal. Distribution of minorities across salary levels gives a truer picture of how employment of minorities at the Authority falls short of reaching that goal in higher paid positions (\$25,000 and above).

In 1983, the Authority spent \$241,506 in promotional dollars (\$) of which 53.7% was spent to promote non-minority males, 34.8% to promote non-minority females and 11.5% to promote minorities (see Tables VII and VIII). In 1974, the Authority spent \$96,639 for promotions of which 77% was spent to promote non-minority males, 15.5% to promote non-minority females and 7.2% to promote minorities. Although there was a substantial improvement in percentages of promotional dollars spent to promote minorities and women in 1983 compared to 1974, the pattern of spending most \$ to promote non-minority males and least \$ to promote minorities is still evident in the Authority.

In the area of supervisory status, women and minorities are underrepresented relative to their participation within the total staff. Although total percentage of women at the Authority is 42%, only 23% are in supervisory status (2:1 ratio) (see Table X). Minorities hold only 3% of all supervisory positions compared to 17% participation within the total staff (1:6 ratio). In 1974, 74.4% of all supervisory positions were held by non-minority males compared to 73.3% in 1983. The number of women in supervisory status increased by about 4% as compared to 1974 figure (18.8%), but the number of



minority group persons in supervisory status decreased from 10% in 1974 to 3% in 1983. Thus the pattern of having most positions in management occupied by non-minority males still persists after almost ten years of the affirmative action at the Authority.

### RECOMMENDATIONS

It is evident from the preceding analyses that the Authority has not reached any of the goals and objectives of the affirmative action program. Majority of women and minorities are still concentrated in lower paying positions, mostly clerical jobs. Women and minority employees are not promoted as often nor as substantially as non-minority males. There are few women and minority persons in management positions.

The improvement of the current status could be achieved through:

- 1) hiring and promotion of women and minorities (a) into higher grade, professional positions and (b) into supervisory positions.
- 2) on-the-job training.

#### 1) Hiring and Promotion

Whenever there are new job openings, especially in higher grades, an effort should be made to hire or promote women and minorities into these positions. First preference should be given to a woman or minority applicant from within the Authority. Job postings should not be "custom tailored" to educational and experience background of the person already considered for the particular job at the time of the job vacancy posting. Such job postings are exclusionary and set barriers for effective implementation of the affirmative action program. Job descriptions for new positions should be prepared by the Personnel Director in conjunction



with the department head, and should be reviewed by the Advisory Council before such job vacancies notices are posted. These recommended procedures will ensure that arbitrary barriers are not being constructed which may exclude women or minorities from the available jobs. The Personnel Director should conduct an aggressive recruitment campaign to search out women and minority applicants from within the Authority prior to seeking outside applicants and should keep the Advisory Council informed about the progress of interviewing for each job postings. It is strongly recommended that the Director of the Authority should not submit proposed hirings and promotions to the Board for action until

- (a) the Director is satisfied that a good faith effort has been made and
- (b) the Director has been shown a list of applicants by employment group and qualifications.

2) Job Training

On-the-job training should be provided for all staff members seeking career advancement especially clerical and secretarial staff members who express desire to move up into better paying administrative and professional jobs. The Authority should make available notices of job related seminars that are given throughout the area. Every effort should be made to encourage and support the staff of the Authority to seek advanced training. Participation in any training, educational or internship program should consist of 50% women and 20% minorities.



Table I

Employment Census Composition\*  
By Race and Sex (Grades 7-Above)  
1983

<u>#'s</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>
Non-Minority	83 (51%)	52 (32%)	135 ( 83%)
Minority	11 ( 7%)	17 (10%)	28 ( 17%)
Total	94 (58%)	69 (42%)	163 (100%)

\* hourly employees excluded.



Table II  
Distribution of Sexes by Grade  
1983

<u>Grade</u>	<u>Salary</u>	<u>Female</u>		<u>Male</u>		<u>Grade Total</u>
		<u>#</u>	<u>%*</u>	<u>#</u>	<u>%*</u>	
7	\$10,769-15,837	0	0	1	100	1
8	11,722-16,796	5	83	1	17	6
9	12,854-18,655	14	87.5	2	12.5	16
10	14,180-20,752	8	66	4	34	12
11	15,684-23,086	6	54.5	5	45.5	11
12	17,362-25,653	9	56	7	44	16
13	19,255-28,371	11	42	15	58	26
14	21,305-31,253	5	33	10	67	15
15	23,515-34,362	1	7.6	12	92.4	13
16	25,883-37,696	6	43	8	57	14
17	28,329-41,248	0	0	2	100	2
Above	30,886-45,022	4	13	27	87	31
Total		69		94		163

\* % of each Grade Total

Note: AAP Goal 50% of each grade.

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Table III  
Distribution of Sexes by Salary  
 1983

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<u>Salary</u>	<u>Total # of Employees</u>	<u>Female</u>		<u>Male</u>	
		<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
\$10,000-15,000	16 (100%)	14	87.5	2	12.5
15,001-20,000	33	24	72.7	9	27.3
20,001-25,000	37	15	40.5	22	59.5
25,001-30,000	24	7	29	17	71
30,001-35,000	23	4	17.4	19	82.6
35,001-40,000	15	3	20	12	80
40,001-above	15	2	13.3	13	86.7
Total	163 (100%)	69 (42%)		94 (58%)	

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Table IV

Distribution of Minority Employees by Sex and Grade  
1983

<u>Grade</u>	<u>Salary</u>	<u>Grade Total</u>	<u>Minority Female</u>	<u>Minority Male</u>	<u>% Minority</u>
7	\$10,769-15,837	1	0	0	0 %
8	11,722-16,796	6	3	1	66 %
9	12,854-18,655	16	8	1	56 %
10	14,180-20,752	12	1	0	8.3%
11	15,684-23,086	11	0	1	9 %
12	17,362-25,653	16	2	1	18.7%
13	19,255-28,371	26	1	1	7.6%
14	21,305-31,253	15	1	2	20 %
15	23,515-34,362	13	1	1	15.3%
16	25,883-37,696	14	0	1	7.1%
17	28,329-41,248	2	0	1	50 %
<u>Above</u>	<u>30,886-45,022</u>	<u>31</u>	<u>0</u>	<u>1</u>	<u>3.2%</u>
Total		163	17	11	

Note: AAP Goal - 20% of each grade.

\* % of each Grade Total



Table V  
Distribution of Minority Employees by Salary  
1983

<u>Salary</u>	<u>Total # of Employees</u>	<u>Minorities</u>	
		<u>#</u>	<u>%*</u>
\$10,000-15,000	16	8	50
15,000-20,000	33	7	21
20,000-25,000	37	6	16
25,000-30,000	24	3	12
30,000-35,000	23	2	8.6
35,000-40,000	15	1	6.6
40,000-above	15	1	6.6
 <b>Total</b>	 <b>163 (100%)</b>	 <b>28</b>	

\* % of each Grade Total



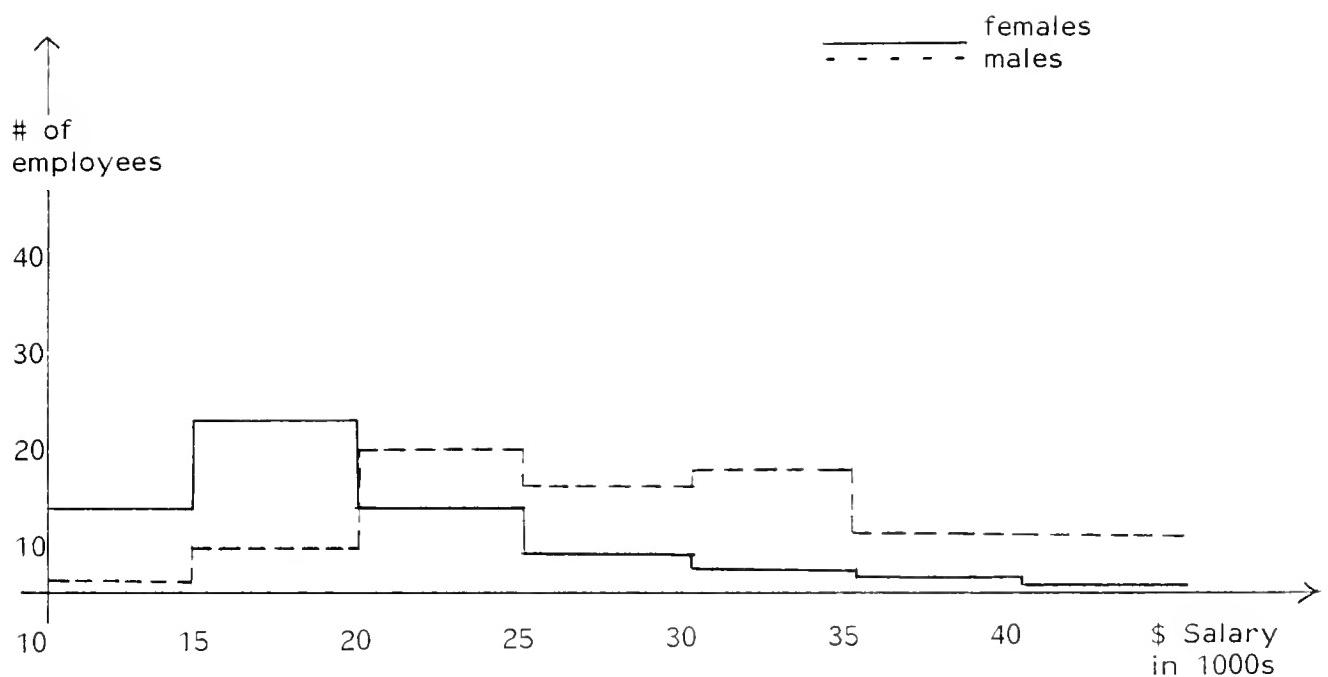


Table VI  
Distribution of Sexes by Salary



Table VII

Promotions by Groups for 1983

<u>Group</u>	<u>#</u>	<u>% of all Promotions</u>
Non-minority Females	45	33.6
Non-minority Males	66	49.3
Minority Females	14	10.4
Minority Males	9	6.7
Total	134	100%



Table VIII

Total Promotional \$ Spent by Group  
1983

<u>Group</u>	<u>Promotional \$</u>	<u>% of Total Promotional \$</u>
Non-minority Males	\$129,760	53.7
Non-minority Females	83,971	34.8
Minority Females	16,500	6.8
Minority Males	11,275	4.7
Total \$ Spent	\$241,506	100%

Mean Promotional \$ by Group

Non-minority Females	\$ 1,866
Non-minority Males	1,966
Minority Females	1,178
Minority Males	1,252



Table IX

Distribution of Promotions by Group and by Increase in Salary  
1983

<u>\$ Increase</u>	<u>Females</u>		<u>Males</u>		<u>Total</u>
	<u>Non-Minority</u>	<u>Minority</u>	<u>Non-Minority</u>	<u>Minority</u>	
\$1,000	12	9	22	4	47
1,001-2,000	17	5	21	4	47
2,001-3,000	7	0	10	1	18
3,001-4,000	2	0	6	0	8
4,001-5,000	4	0	2	0	6
5,001-6,000	1	0	2	0	3
6,000 & above	1	0	2	0	3
 Total Promotions	44*	14	65**	9	132

<u>\$ Increase</u>	<u>Females</u>		<u>Males</u>		<u>Total Promotions</u>
	<u>Non-Minority</u>	<u>Minority</u>	<u>Non-Minority</u>	<u>Minority</u>	
\$1,000	27.3%	64.3%	33.8%	44.4%	35.6%
1,001-2,000	38.6	35.7	32.3	44.4	35.6
2,001-3,000	15.9	0	15.4	11	13.6
3,001-4,000	4.5	0	9.2	0	6.3
4,001-5,000	9	0	3	0	4.5
5,001-6,000	2.3	0	3	0	2.2
6,000 & above	2.3	0	3	0	2.2
 Total	100%	100%	100%	100%	100%

\* Excludes one non-minority female - promotional \$ not available.

\*\* Excludes one non-minority male - promotional \$ not available.



Table X

Number and Percentage of Total Persons  
With Supervisory Status by Group  
1983

<u>Group</u>	<u>#</u>	<u>% of Total Supervisory Positions</u>
Non-Minority Males	22	73.3
Non-Minority Females	7	23.3
Minority Males	1	3.3
Minority Females	0	0
Total	30	100%

<u>Group</u>	<u>% of Total Employees</u>	<u>% of Supervisors</u>
Males	58	73.3
Females	42	23.3
Total	100%	96.6

<u>Group</u>	<u>% of Total Employees</u>	<u>% of Supervisors</u>
Minorities	17	3.3





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